

his is my second State of the University address, and I want to begin by thanking all of you.

Last year, we outlined some real challenges facing this University, and we laid out plans to address them. I spoke of three guiding principles. First, we needed to stabilize our finances. Second, we needed to prioritize our academic programs. And, third, we needed to build on our culture of student success.

There is still much work to do, but over the past year we have seen that these plans are succeeding. We are now in our second year of a stable budget. We are rethinking our academic offerings and building programs that will best serve our students, and this University, moving forward. We are redoubling our efforts on student success, most notably by rethinking our advising program.

And so that is why I want to begin by saying thank you. Thank you to our students, who are the heart of this institution and drive everything we do. Thank you to our alumni, for supporting your alma mater and helping create opportunities for the next generation. And most of all, thank you

We will always be true to our mission of _____, of doing everything we can to create opportunities and advantages for all hard-working, ambitious Pace students.

We will remain committed to our multi-campus structure, with an exciting urban presence in downtown Manhattan, a beautiful, classic college campus in Pleasantville, and the dynamic Elisabeth Haub School of Law in White Plains.

We will always remain dedicated to being the best place in the country for a world-class, hands-on, skills-based education grounded in the liberal arts. We are committed to the Pace Path. That means we are working to improve the experience for our students, faculty, and staff. We are working to better support our students to succeed in their academics. And we are working to create more opportunities for everyone in the Pace Community.

But we are doing this at a challenging time. Demographics are changing. America's population is shifting, and there are fewer students of traditional college age in the Northeast. International enrollment, long a growth area for American colleges and universities, is volatile in the current climate.

More students are looking to nontraditional models, taking classes at times and in ways that work for them, rather than on-campus in a residential setting. People are becoming lifelong learners. They are returning to school throughout their lives, not always for full degrees, but also for badges and certificates.

We know that for Pace to succeed, we must embrace these changes and expand our offerings to meet the needs of

and academic spaces, including a new library and learning center and a new dining facility. We anticipate the new building will be ready for the fall of 2023.

At the same time, we know that the world of higher education is changing. We have committed to the new building, but we have not yet determined how we will use its academic space. The new Strategic Plan will help guide that, and we will soon be starting a collaborative, community-wide process to determine the best uses for the new academic spaces, helping to position us for our strong academic future.

To fund this project, we will be selling valuable development rights on One Pace Plaza. Once the Nassau Street building is complete, we will take down One Pace Plaza East, including Maria's Tower. We will take advantage of the three years of Nassau Street construction to figure out the best use of the east side of One Pace Plaza to support our future plans.

Everything in One Pace Plaza East will be up and running in the new building before the old building comes down, except a theater. Floorplates in the new building are not big enough to accommodate one. Our performing arts programs are a big part of Pace and integral to our future.

over the rest of 163 William Street, with a new Pace-branded lobby. My leadership team and I will be at upcoming meetings of the Faculty Councils, the Administrative Staff Councils, the Student Government Associations, and other groups to get into the details on this project, answer your questions, and get your feedback.

I think you will agree this is an exciting opportunity, and it is integral to building a strong future for Pace in New York City.

et's look next to Pleasantville, where we spent \$110 million on Master Plan renovations in recent years to create a modern and welcoming campus. Now we are determined to build on that foundation and sustain a thriving campus community.

Since her arrival, Provost Vanya Quiñones has been laser-focused on working with leaders in Pleasantville to develop a stable and sustainable model for that campus. The good news is that finances there are improving. But there is more to do.

The Provost's Office has completed its Pleasantville Analysis, looking at our academic programs and evaluating costs, benefits, market demand, and future employment trends. A task force of faculty, staff, and administration is now working to develop plans to implement the findings. We anticipate recommendations from the task force later this semester.

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with more grad students on our Pleasantville Campus this year than ever before. Undergraduates will always be at the heart of Pleasantville, creating that supportive campus community. But we also look forward to adding even more graduate students as we build new, market-responsive grad programs.

These changes are already in the works. Combined with the forthcoming recommendations from the Provost's task force, they will ensure that Pace has a strong and successful future in Pleasantville.

inally, at the Elisabeth Haub School of Law, the big news is that Horace Anderson has been appointed dean on a permanent basis. Dean Anderson is a smart leader with a strong vision for this law school. We are all excited about what is going to happen there under his leadership.

In his time as interim dean, and together with his faculty, Horace developed a plan to move Haub Law forward. Most important, this year the school achieved financial stability. Also this year, for the first time, ranked us at the No. 1 environmental law program in the country. Building on that solid footing, this new plan will move the school to long-term sustainability and a robust future.

The three pillars of this plan are continuing to set up students for success in a cost-effective manner; being strategic about the use of our spaces in White Plains; and connecting more effectively with our community.

We are going to maximize the Flex JD option that has already proven such a success, allowing students to study with us on schedules that work for them. We are going to revive the Health Law and Policy certificate program. We are going to leverage our No. 1 ranking in environmental law to attract more students, and we are going to work to advance our criminal justice

Finally, I also want to commend two other important members of the Pace family. At the end of